



Can DOD Employees Be “Partisan” For A Contractor?

PM ACS’ Experience With Program Leads

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Agenda

- **The Revised DOD 5000.1/.2 Direction on Relationship With Equipment Contractors**
- **Where Does the Aerial Common Sensor Program fit Into the Army's ISR Future?**
- **Job Responsibilities of ACS Program Leads**
- **Strengths/Weaknesses of the Experiment to Date**
- **Can This Experiment be Continued? Should it be Duplicated?**



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Revised DOD 5000 Series Guidance



- The DODINST 5000.1 and .2 Dated 23 October 00 do not Specifically State how DOD PMs are to Interface With Prime and Subcontractors
- However, DOD 5000.1, par. 4.3.3, on Competition States, “Competition is critical for providing innovation, product quality and affordability....Competition provides major incentives to industry and Government organizations to reduce cost and increase quality. The Department must take all necessary actions to promote a competitive environment.”



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Revised DOD 5000 Series Guidance



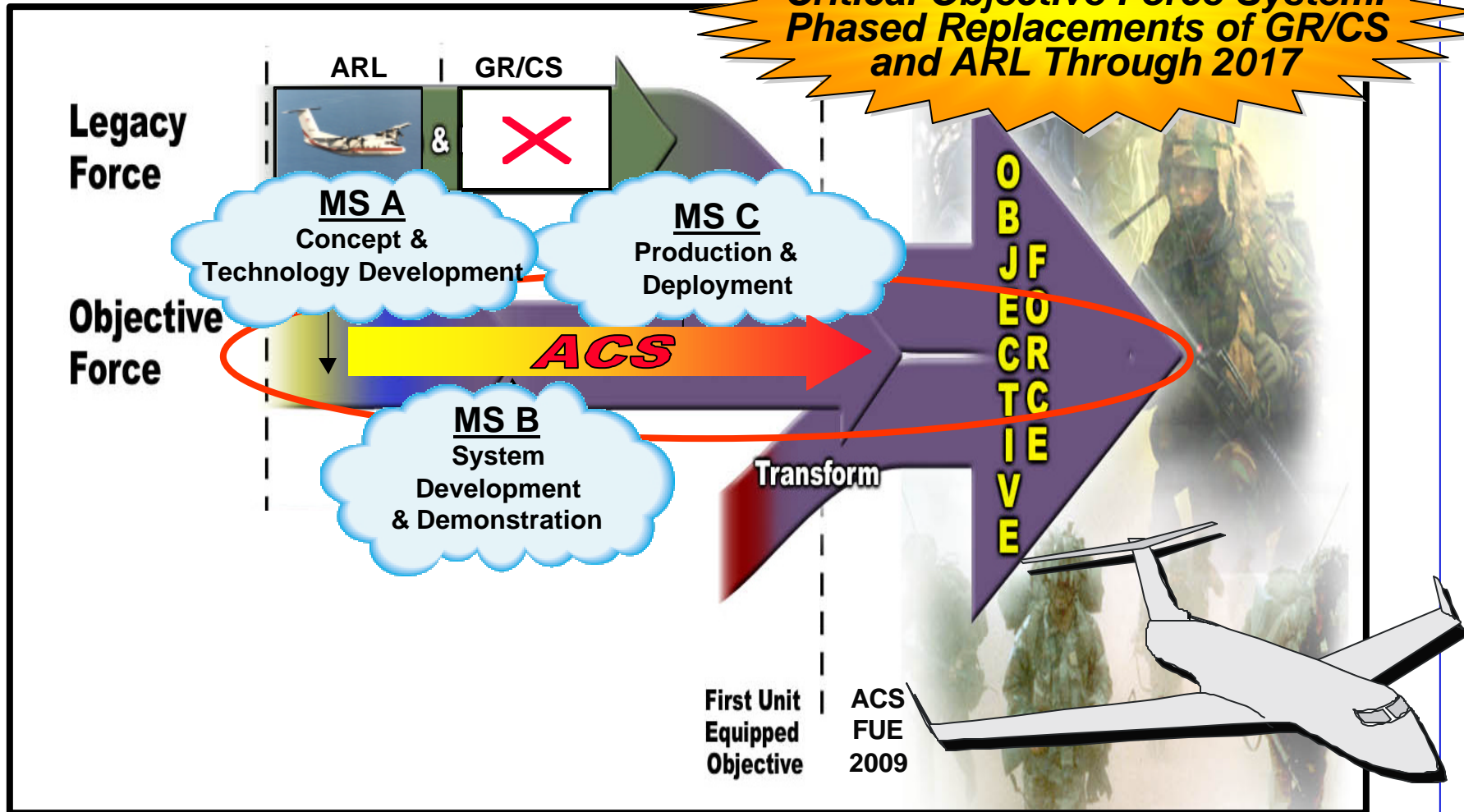
- This is Echoed in 5000.2, General Guidance, par. 4.7.1.5, “Throughout the life of an...acquisition program, cost effective competition (at both the prime and subcontractor levels) shall be maintained to the maximum extent practical by means of ...head-to-head competition.... Acquisitions shall be structured in such a way that undue risk...is not imposed on a contractor.”
- Also, par. 4.7.1.9, “There is no one best way to accomplish the objectives of the Defense Acquisition System.”

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ACS and Transformation

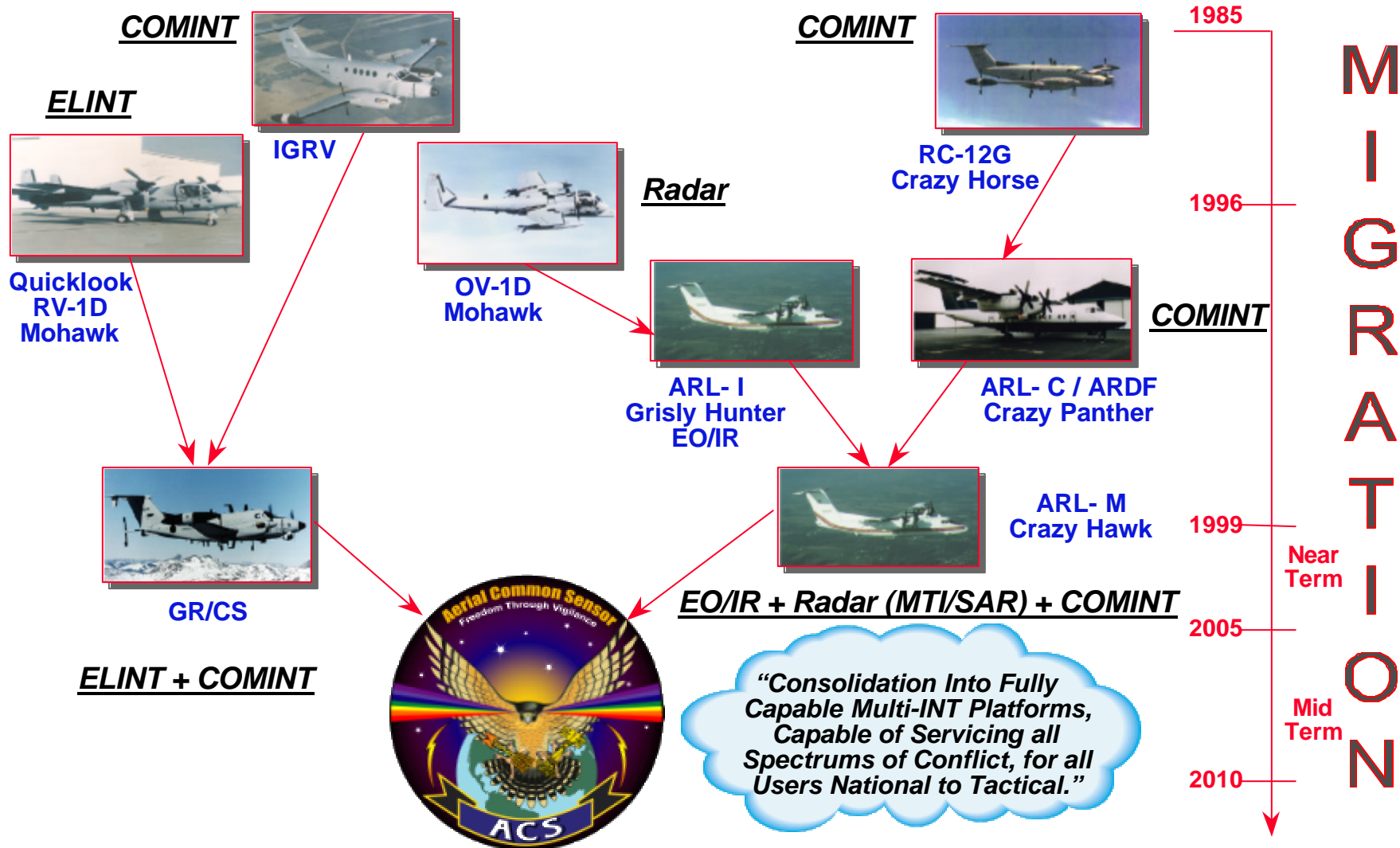


Aerial Common Sensor is a Critical Objective Force System. Phased Replacements of GR/CS and ARL Through 2017



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Army Airborne RISTA Evolution





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Aerial Common Sensor: The Army's Next Generation ISR Asset



- **Successor to Existing GUARDRAIL and ARL Programs**
 - **Manned, Fixed Wing ISR (Intelligence, Surveillance and Reconnaissance) System**
- **First Unit Equipped in 2009**
- **Payloads Include SIGINT, IMINT, COMINT, ELINT SAR/MTI/FOPEN, MASINT and SATCOM DL**
- **Used for Detection, Identification, Location, Tracking and Reporting of ISR Targets of Interest**
- **ACS Niche: Timely Precision Geolocation, Responsiveness and Continuity, Dynamically Controllable and Relevant Reporting to the Ground Force Commander**



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Aerial Common Sensor Early Acquisition Strategy



- **18 month Concept Exploration Followed by Equal Component Advanced Development Phase**
- **Broad Statement of Objectives (SOO) in FAR Part 45 Other Transaction Agreement (OTA)**
- **This Allows Contractor Teams Great Latitude in Proposing System Equipment and Airframe to Meet SOO and ORD**
- **Three Contractor Teams Accepted as Industry Partners in the CE Phase**



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ACS Keystone of Army/Contractor Team Interface: The Program Lead



- **Government Direction of Contractor Teams Kept to a Minimum During CE Phase**
- **Formal Meetings Limited to One Two Day Meeting Between Government/Industry Counterparts for Each Contractor per Quarter Plus TIMs and Telecons**
- **Goal is to Prevent Constructive Changes to Agreement and Allow Contractor Teams Widest Scope in Designing a Completely New System**
- **How Then Does the Normal Daily Government/Industry Interchange Take Place? Through the PM's Program Lead**



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ACS Program Lead Responsibilities



- **Three Program Leads are Focal Points for all Traffic (Inbound/Outbound) Between Government and Contractors**
- **All Contractual Transactions are Routed Through the CECOM KO**
- **Prevent Frequent Direct Calls/Emails Between Government Personnel and Industry Counterparts**
- **Keep Contractor Team Informed of Government Procedures**
- **Keep Army PM Informed Through Monthly Written Reports**
- **Participate in Contractor Team Acquisition and Logistics Planning**



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ACS Program Lead Loyalties



- The ACS Program Lead is a Government Civil Service Employee who has Been Placed in a “Partisan” Position of Championing a Contractor Team During a Competitive Effort
- The Leads are Resident at the PM’s Office
- The Leads Have a Formal Charter From Army PM
- The Leads are Participants in Both Government and Industry Staff Meetings Except Where They are Excluded due to the Competition Sensitive Nature of the Discussions



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Checks and Balances



- **Monthly Issues/Question and Answer Report and Significant Activity Report**
- **Each Program Lead is Physically in an Enclosed Office**
- **ACS Collaboration Web Site With Rooms for Each Team Information**
 - **Backshell is PEO C3I Knowledge Center With Sufficient Security to Protect Proprietary Information**
- **Government Team is Schooled not to Discuss the Three Teams' Information in a Non-Secure Environment**



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Strengths and Weakness of ACS Program Lead Structure to Date



- **Program Lead Structure has Been in Place for 18 Months Throughout CE Phase Which is About to end**
- **Strengths**
 - **Ability to Communicate Rapidly and Clear up Misunderstandings**
 - **Continuity of Program Memory as Both Sides Change Personnel Rapidly**
 - **Encouragement of Formation of Team Philosophy by Both Sides in the Development of a State-of-the-art System**



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Strengths and Weaknesses of the ACS Program Lead Structure to Date



- **Weaknesses**
- **Risk of Cross-Leveling Among the Three Competing Contractor Teams When Confined in a Close PM Office Environment**
- **Risk of Government Personnel Releasing Sensitive Budget or Contractual Information to one or More of the Teams due to Office Layout**
- **Problem for Leads to Psychologically Distance Themselves From Their Employer for This one Effort When Their Ultimate Career Loyalty is to the Government**
- **Problem for the the Government Team to Support Questions From Three Teams vs. one Throughout the CE Phase**
- **Major Culture Change not Always Embraced by Either the Government or Contractor Team**
- **Sometimes Lead can be a Detriment if They are not Available (Sickness, Vacation, etc.) Sometimes They Must be in More Than one Place at one Time**
- **Leads Have Different Specific Knowledge Areas and Have Difficulty Advising Industry Teams in Areas That They Have no Experience**



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Can the ACS Program Lead Experiment Be Continued in Later Phases of the Program?



- **Considerations for Continuing in CAD and Beyond**
 - **Better Physical Separation of Leads and Government Team Must be Pursued**
 - **How Will the Leads Interface With DCMC Components in Follow-on Phases of the Program as They Have Historically Been the Government's Face to Hardware Contractor?**



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Can the ACS Program Lead Experiment be Duplicated across DOD?



- **There Should be no Major Problem With Implementing This Approach Across DOD in Competitive Situations**
- **DOD 5000 Series Instructions Were Revised by Dr. Gansler to Facilitate Competition**
- **DODs Current Philosophy is to get out of the Hardware Contractor's way and Grant Them Greater Freedom of Design**
- **As There Remain Daily Questions on Government Intent There Will Always be the Need for a Human Focal Point for Questions Hence the Need for Leads**